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ABSTRACT

Salary and fringe benefit data for faculty at California State University and the University of California are examined, with projections of the salaries required for parity with their comparison institutions for 1988-89. Average faculty salaries for each rank, from instructor through professor, are presented, as well as averages across ranks. Averages weighted by staffing are also provided, as are adjustments for turnover and promotions, the effect of law faculty (who generally have higher salaries), merit award, and net parity salary and percent. Salary schedules for 9-month and 11-month faculty are also given, with percentage differences. Conclusions include the following: both California universities improved their competitive positions over the past 5 years; and average salary increases of 3% (University of California) and 4.7% (California State University) will be required for 1988-89 to bring them to the mean of their comparison groups. Appendices comprising three-fifths of the document include information on methods of reporting and calculating data, resolutions of the legislature on faculty salaries and benefits, and related material. (KM)

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Executive Summary

Annually, in accordance with Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session, the Commission submits to the Governor and the Legislature an analysis of faculty salaries in the University of California and the California State University for the forthcoming fiscal year.

In this report for the 1988-89 year, the Commission analyzes the data submitted to the University and State University by their respective groups of comparison institutions and shows how those data are formulated into the parity percentages presented on pages 5-11. It estimates that for 1988-89, University of California faculty members will require an average salary increase of 3.0 percent to bring them to the mean of their comparison group, while California State University faculty members will require an increase of 4.7 percent.

This report is based on the changed methodology that the Commission adopted on February 8, 1988, when it agreed to substitute Massachusetts Institute of Technology and the University of Virginia for Cornell University and the University of Wisconsin-Madison as comparison institutions for the University of California.

The Commission adopted this report at its meeting on March 21, 1988, on recommendation of its Policy Development Committee. Additional copies of the report may be obtained from the Library of the Commission at (916) 322-8031. Questions about the substance of the report may be directed to Murray J. Haberman of the Commission staff at (916) 322-8021.

Later this summer, the Commission will publish a supplement to this report that will describe faculty members' salaries at California's Community Colleges and salaries of administrators at the University of California and the California State University.

FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES 1988-89

The Commission's 1987 Report to the Legislature and Governor in Response to Senate Concurrent Resolution No. 51 (1965)

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1 *Introduction*

ANNUALLY, in accordance with Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session (reproduced in Appendix A on page 17), the University of California and the California State University submit to the Commission data on faculty salaries and the cost of fringe benefits for their respective institutions and for a group of comparison colleges and universities. On the basis of these data, Commission staff develops estimates of the percentage changes in salaries and the cost of fringe benefits required to attain parity with the comparison groups in the forthcoming fiscal year. The methodology requires that parity figures for both segments be submitted to the Department of Finance and the Office of the Legislative Analyst by December 5 of each year.

The methodology by which the segments collect these data and the Commission staff analyzes them (Appendix B, p. 19) has been designed by the Commission in consultation with the two four-year segments, the Department of Finance, and the Office of the Legislative Analyst, and has been published in the Commission's *Methods for Calculating Salary and Fringe Benefit Cost Comparisons* (March 1985).

Additional reports, requested in previous years by the Office of the Legislative Analyst, and subsequently incorporated into Supplemental Language to the Budget Act, discuss faculty salaries in the California Community Colleges, administrators' salaries in the four-year segments, and medical faculty compensation (salaries plus clinical fees) in the University of California. The first two of these are annual reports; the third is presented only in odd-numbered years. In the current cycle, the reports on Community College faculty salaries and administrators' salaries in the four-year segments, will be discussed by the Commission at its meeting on June 12-13, 1988.

History of the faculty salary reports

The impetus for the faculty salary report came from the Master Plan Survey Team in 1960, which recommended that:

> 3. Greatly increased salaries and expanded fringe benefits, such as health and group life insurance, leaves, and travel funds to attend professional meetings, housing, parking and moving expenses, be provided for faculty members in order to make college and university teaching attractive as compared with business and industry.
>
> . . . .
>
> 8. Because of the continual change in faculty demand and supply, the coordinating agency annually collect pertinent data from all segments of higher education in the state and thereby make possible the testing of the assumptions underlying this report (Master Plan Survey Team, 1960, p. 12).

For four years thereafter, the Legislature continually sought information regarding faculty compensation, information which came primarily from the Legislative Analyst in his *Analysis of the Budget Bill* and from the Coordinating Council for Higher Education in its annual reports to the Governor and the Legislature on the level of support for public higher education. While undoubtedly helpful to the process of determining faculty compensation levels, these reports were considered to be insufficient, especially by the Assembly, which consequently requested the Legislative Analyst to prepare a specific report on the subject (House Resolution No. 250, 1964 First Extraordinary Session; reproduced in Appendix C, p. 27).

Early in the 1965 General Session, the Legislative Analyst presented his report (Appendix D, p. 27) and recommended that the process of developing data for use by the Legislature and the Governor in determining faculty compensation be formalized. This recommendation was embodied in Senate Concurrent Resolution No. 51 (1965), which specifically directed the Coordinating Council to prepare annual

reports in cooperation with the University of California and the California State Colleges.

Since that time, the Coordinating Council, and more recently the Commission, have submitted reports to the Governor and the Legislature. Prior to the 1973-74 budgetary cycle, only one report was submitted, usually in March or April. Between 1974-75 and 1985-86, the Commission compiled two -- a preliminary report transmitted in December, and a final report in April or May. The first was intended principally to assist the Department of Finance in developing the Governor's Budget, while the second was used by the Legislative Analyst and the legislative fiscal committees during budget hearings. Each of them compared faculty salaries and the cost of fringe benefits in California's public four-year segments with those of other institutions (both within and outside of California) for the purpose of maintaining a competitive position.

Changes in content and methodology

Over a period of several years, the Commission's salary reports became more comprehensive. Where they originally provided only comparison institution data, they were occasionally expanded to include summaries of economic conditions; comparisons with other professional workers; discussions of supplemental income and business and industrial competition for talent; analyses of collective bargaining; and Community College faculty salaries, medical faculty salaries, and administrators' salaries. The last three of these additions to the annual reports were all requested by the Office of the Legislative Analyst: Community College and medical faculty salaries in 1979, and administrators' salaries in 1982.

In 1984, the Commission convened an advisory committee consisting of representatives from the segments, the Department of Finance, the Office of the Legislative Analyst, and other interested parties to review the methodology under which the salary reports are prepared each year. That committee's deliberations led to a number of substantive revisions which were approved by the Commission in March 1985 in the previously mentioned *Methods for Calculating Salary and Fringe Benefit Cost Comparisons*. Among the more significant of the changes were those to create a new list of comparison institutions for the State University, to produce only a single report rather than a preliminary and a final report, and to provide University of California medical faculty salary information biennially rather than annually.

In past years, particularly in the late 1970s and early 1980s, the Commission's faculty salary reports included comprehensive surveys of economic conditions and salaries paid in other occupational fields. There was a need for such data at that time since evidence had shown that faculty salaries at most institutions of higher education across the country were not keeping pace with changes in the cost of living or with salary increases granted to other professional workers. Since faculty salaries in California are based primarily on inter-institutional comparisons, those at the University of California and the California State University were undergoing an economic erosion comparable to that experienced nationally. That erosion made it increasingly difficult to recruit the most talented teachers and researchers, especially in competition with the substantially higher salaries generally available in business and industry. Consequently, in order to provide the Governor and the Legislature with as much information as possible on a complex situation, the Commission expanded considerably the scope of those salary analyses.

In the past four years -- 1984-85 to 1987-88 -- the salary deficiencies experienced by faculty in the two public four-year segments have been corrected, as have those of most other institutions of higher education across the country. With the impressive recovery of the national economy, and the even more impressive recovery of California's economy, funds have become available to restore faculty salaries to levels where the segments are better able to compete. As a result, there is less need for the extensive economic conditions and occupational salary data that the Commission published in prior years.

Two years ago, due primarily to issues of confidentiality and technical difficulties in collecting data in a timely fashion, the advisory committee met again to consider changes in the methodology. The committee suggested several revisions to the methodology at that meeting to address those issues. The Commission acted on those recommendations when it adopted its report, *Faculty Salary Revisions: A Revision of the Commission's 1985 Methodology for*

Preparing Its Annual Reports on Faculty and Administrative Salaries and Fringe Benefits, at its June 8, 1987 meeting.

At that time, the University of California agreed to continue to use the eight comparison institutions it has used for the past 16 years. After further analyzing salary trends at these eight institutions later in the summer, however, the University determined that the economic situation, especially in the midwest, had adversely affected at least one of its comparison institutions -- the University of Wisconsin, Madison -- causing only marginal increases in its faculty salaries in contrast to increases elsewhere. Furthermore, the University sought to build into its list of comparison institutions the competitive edge it has enjoyed in recent years. Thus it asked the Commission that "in the best interest of the University and the State," that other institutions be considered for its comparison group. The University formally requested that the Commission "approve a change in the list of institutions that serve the University as a comparison group for faculty salaries, with the substitution of the University of Virginia for the University of Wisconsin, and the Massachusetts Institute of Technology for Cornell University." As part of this proposal, the University agreed to abandon requests for the 1988-89 and subsequent fiscal years for "margin of excellence" funds, noting that "the traditional methodology of projected lag to parity will be sufficient given the new comparison group, making the competitive edge no longer necessary." (For the past two years, the margin of excellence was set at 3.6 percent.)

In response to this proposed change in the methodology, Commission staff again convened a meeting of the Advisory Committee on the Faculty Salary Methodology to discuss appropriate replacement institutions. Acknowledging that the State of Wisconsin has experienced economic problems for many years, which have resulted in serious erosion of its institutions' faculty salaries, the advisory committee recommended replacing the University of Wisconsin with the University of Virginia. Furthermore the committee recommended that the Massachusetts Institute of Technology would be an appropriate replacement for Cornell to alleviate the need for "margin of excellence" funds. The Commission approved this change in the University's comparison institutions at its February 8, 1988, meeting, as noted in Appendix B on page 19. (A complete discussion and justification for these changes appears in Agenda Item 13 of the Commission's February 8, 1988, meeting.)

Contents of this year's report

For the 1988-89 cycle, this report contains only data on faculty salaries at the University of California and the California State University. This summer, the Commission will review a supplemental report on Community College faculty and four-year segment administrators' salaries. Pursuant to the revised methodology, the Commission will include as part of its 1989-90 report on faculty salaries information on the cost of fringe benefits.

2 *Projected Salaries at California's Public Universities Required for Parity with Comparison Institution Salaries, 1987-88 and 1988-89*

THIS year's salary analysis continues to present a comprehensive examination of faculty salary comparison institution data. With the advent of computerized spreadsheets at the Commission, the time involved to complete a comprehensive analysis of the raw data has been reduced to a matter of days, and this reduction in time has allowed for the more detailed segmental analysis that follows.

University of California

On November 19 and 20, 1987, the Regents of the University of California met and requested the Governor and the Legislature to approve funding sufficient to grant University faculty an average salary increase of 3.0 percent. This amount was to maintain parity with the University's eight comparison institutions. This percentage increase is based on a new set of comparison institutions, the composition of which alleviates the need for a "margin of excellence" -- an amount that provided an additional percentage increase above the parity figure which in recent years gave the University a competitive edge in its hiring of faculty. The Commission, in approving the change in the University's comparison institutions, acknowledges that the the University's competitive edge will be incorporated into the base calculations used in computing the parity figure. Clearly, more faculty will be recruited in the next 15 years than were recruited previously, and the cost of living is higher in California than nationally. If the University is to attract the best and brightest from a national pool of applicants, the methodology used for computing faculty salaries should not be contingent on special factors. The revised list of comparison institutions should preclude such contingencies.

Display 1 on the next page shows the average salaries by rank at the comparison institutions in 1982-83 and 1987-88 and includes the University of Virginia and the Massachusetts Institute of Technology, as well as the University's position in each of these two years. It indicates that, over the past five years, the University has improved its position from far below the average at all three ranks to slightly above it at the ranks of professor and associate professor and strongly above it for assistant professors. Since most of the University's new hires will be at the assistant professor level, this should place the University in a strong competitive position if the margin is maintained. It should be noted, however, that the University's relatively strong upward movement in its ranking among its comparison institutions was heavily influenced by the fact that its faculty received no increase in salaries in the 1982-83 fiscal year -- a year in which its ranking was eighth.

Display 2 on page 7 shows the parity calculations for the 1988-89 fiscal year, and it indicates that the University will require an increase of 2.98 percent to maintain parity at the mean of its comparison group. An important element in d ving institutional average salaries is the factor used to convert 11-month salaries to nine-month salaries. In most cases, this conversion is derived by dividing nine by 11 to produce a factor of 0.8182. In the University's case, however, a factor of 0.86 has been used for many years and is applied to the entire comparison group. Historically, the University has used a conversion factor of 0.86 to adjust 11-month salaries to 9-month salaries. To assure consistency, the 0.86 factor is applied to each of the University's comparison institutions. Display 3 on page 8 shows the University's 1987-88 salary schedule, with the actual conversions.

The California State University

Over the past five years, and principally because of

DISPLAY 1 University of California Comparison Institution Average Salaries, 1982-83 and 1987-88

Comparison Institution 1982-83 Data	Professor	Associate Professor	Assistant Professor
Institution H	$53,553 (1)	$30,533 (6)	$26,677 (3)
Institution A	50,271 (2)	35,800 (1)	28,286 (1)
Institution D	49,154 (3)	29,066 (7)	23,010 (7)
Institution F	48,600 (4)	34,480 (2)	27,200 (2)
Institution C	45,676 (5)	32,129 (3)	25,154 (5)
Institution B	44,800 (6)	30,700 (4)	22,600 (9)
Institution E	41,854 (7)	30,580 (5)	25,659 (4)
University of California	**41,645 (8)**	**27,664 (9)**	**22,820 (8)**
Institution G	40,582 (9)	28,390 (8)	25,100 (6)
Comparison Institution Average	$46,811	$31,450	$25,461

Comparison Institution 1987-88 Data	Professor	Associate Professor	Assistant Professor
Institution H	$73,031 (1)	$40,069 (8)	$35,021 (6)
Institution A	70,263 (2)	49,627 (1)	39,572 (1)
Institution D	67,811 (3)	41,136 (7)	32,981 (8)
University of California	**65,881 (4)**	**43,574 (5)**	**38,424 (3)**
Institution F	65,376 (5)	48,383 (2)	38,586 (2)
Institution C	61,401 (6)	44,483 (3)	35,321 (5)
Institution B	60,808 (7)	41,744 (6)	33,191 (7)
Institution E	57,811 (8)	44,403 (4)	36,950 (4)
Institution G	53,248 (9)	37,309 (9)	32,964 (9)
Comparison Institution Average	$63,719	$43,394	$35,573

Note: The data in the 1987-88 table for the University of California reflect salary increases awarded in January 1988. Actual salaries earned by University faculty for the 1987-88 fiscal year are thus slightly lower than listed here, and these differences could affect the University's ranking. The rankings for several comparison institutions may also be affected by salary increases given at times other than the first day of the fiscal year.

Source: Office of the President, University of California.

DISPLAY 2 *University of California Comparison Group Average Salaries, 1982-83 and 1987-88, Compound Rates of Increase, Projected Comparison Group Average Salaries, 1988-89, Projected Parity Comparisons, and Projected 1988-89 Staffing Patterns*

Academic Rank	Comparison Group Average Salaries 1982-83	Comparison Group Average Salaries 1987-88	Compound Rate of Increase	Comparison Group Projected Salaries 1988-89
Professor	46,811	63,719	6.361%	67,772
Associate Professor	31,450	43,394	6.651%	46,280
Assistant Professor	25,461	35,573	6.918%	38,034

Academic Rank	University of California Actual Average Salaries 1987-88	Comparison Group Average Salaries		Percentage Increase Required in University of California Average Salaries to Equal the Comparison Institution Average	
		Actual 1987-88	Projected 1988-89	Actual 1987-88	Projected 1988-89
Professor	65,881	63,719	67,772	3.28%	2.87%
Associate Professor	43,574	43,394	46,280	-0.41%	6.21%
Assistant Professor	38,424	35,573	38,034	-7.42%	-1.01%
All Ranks Averages (UC Staffing)	57,541	55,664	59,258	-3.26%	2.98%

Institutional Budget Year Staffing Pattern (Full Time Equivalent)	Professor	Associate Professor	Assistant Professor	Total
University of California	3,425	1009	757	5191
Comparison Institutions	4,232.5	1,858.74	1,815.33	7,906.57

Source: University of California, Office of the President, reproduced in Appendix E.

salary increases granted in the past two years, the State University has improved its competitive position nationally. Displays 4 and 5 on pages 9 and 10 show average salaries at its comparison institutions in 1982-83 and 1987-88, as well as the State University faculty's relative position on each list. These displays indicate that while the State University's faculty ranked eighteenth in each of its top three professorial categories in 1982-83, it improved to between fourth and eighth by 1987-88. Because of the large number of State University faculty at the full-professor level, the weighted average actually placed the faculty in sixth position in 1982-83 and fourth position in 1987-88. If something near this ranking continues, it will place the State University in a very competitive position in the years ahead, when so many new faculty are expected to be hired. Like the University, the relatively strong upward movement in the State University's ranking among its comparison institutions was heavily influenced by the fact its faculty received no increase in salaries in the 1982-83 fiscal year.

DISPLAY 3 *University of California 1987-88 Salary Schedule for Nine and Eleven Month Faculty, with Percentage Differences*

Nine Month Faculty by Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Professor	$44,800	$49,400	$54,200	$59,300	$64,500	$69,800	$75,500
Associate Professor	$37,200	$39,400	$41,400	$44,700	$49,300	N/A	N/A
Assistant Professor	$31,500	$32,700	$33,900	$35,400	$37,100	$39,300	N/A

Eleven Month Faculty by Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Professor	$52,000	$57,300	$62,900	$68,800	$74,800	$81,000	$87,600
Associate Professor	$43,100	$45,800	$48,100	$51,900	$57,200	N/A	N/A
Assistant Professor	$36,600	$37,800	$39,300	$41,100	$43,000	$45,700	N/A

Percentage Difference by Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Overall Average
Professor	86.15%	86.21%	86.17%	86.19%	86.23%	86.17%	86.19%	
Associate Professor	86.31	86.02	86.07	86.13	86.19	N/A	N/A	
Assistant Professor	86.07	86.51	86.26	86.13	86.28	86.00	N/A	
Average	86.18%	86.25%	86.17%	86.15%	86.23%	86.09%	86.19%	86.18%

Source: University of California, Office of the President.

In its 1986-87 report, the Commission noted that the State University encountered considerable difficulty in its attempts to obtain reliable data from its new list of comparison institutions. Four of the institutions declined to participate with the annual survey, and several others were not prepared to supply the data in a timely fashion. After the advisory committee was reconvened in 1986 to discuss the problem, it unanimously approved replacements for the four institutions that would not provide data.

Following that meeting, State University officials worked to develop relationships with personnel at the comparison institutions, but it soon became evident that complete current-year data could not be obtained from all of them in November of each year, nor from any other list of institutions that could conceivably be established, because many universities do not make computer runs of their faculty payrolls until after the November deadline required by the current methodology. Because the Department of Finance requested this information by December 5

DISPLAY 4 California State University Comparison Institution Salary Data, by Rank, 1982-83

Institution	Professor		Associate Professor		Assistant Professor		Instructor		Total Faculty	
	No.	Average Salary	No.	Average Salary	No.	Average Salary	No.	Average Salary	No.	Weighted Average Salary
Institution J	128	$48,100 (1)	133	$34,600 (1)	123	$25,600 (2)	16	19,900 (6)	400	35,565 (1)
Institution Q	355	45,045 (2)	347	31,500 (3)	285	25,733 (1)	30	22,284 (2)	1,017	34,340 (3)
Institution N	230	44,984 (3)	235	32,434 (2)	154	24,691 (3)	0	0	619	35,171 (2)
Institution R	396	40,761 (4)	432	30,402 (4)	447	24,250 (5)	136	18,469 (12)	1,411	30,210 (13)
Institution P	81	40,712 (5)	102	29,555 (9)	99	23,433 (11)	6	19,083 (10)	288	30,370 (11)
Institution D	143	40,200 (6)	233	29,700 (6)	97	24,600 4)	29	20,000 (4)	502	31,145 (8)
Institution F	248	40,100 (7)	263	29,600 (7)	173	24,000 8)	38	17,700 (13)	722	31,239 (7)
Institution A	522	39,300 (8)	438	29,800 (5)	327	24,100 (6)	30	18,900 (11)	1,317	31,902 (4)
Institution S	325	39,154 (9)	320	29,430 (10)	236	23,364 (14)	28	17,307 (14)	909	30,958 (10)
Institution I	50	39,012 (10)	116	28,643 (14)	63	23,659 (10)	35	16,723 (16)	264	27,837 (18)
Institution C	80	38,900 (11)	64	29,600 (7)	61	22,500 (17)	0	0	205	31,117 (9)
Institution T	245	38,317 (12)	278	27,993 (17)	202	23,272 (15)	19	19,843 (8)	744	29,903 (14)
Institution K	292	38,000 (13)	259	28,200 (16)	235	23,700 (9)	17	20,000 (4)	803	30,273 (12)
Institution M	136	37,829 (14)	111	29,391 (11)	66	23,442 (12)	12	20,615 (3)	325	31,390 (5)
Institution O	155	37,300 (15)	221	28,800 (13)	175	23,200 (16)	14	16,800 (15)	565	29,100 (16)
Institution B	101	36,900 (16)	98	28,400 (15)	53	23,400 (13)	20	19,900 (6)	272	29,957 (15)
Institution G	139	36,700 (17)	204	29,300 (12)	201	24,100 (6)	30	22,500 (1)	574	28,916 (17)
The California State University	**6,533**	**$35,427 (18)**	**2,646**	**$27,322 (18)**	**1,562**	**22,255 (18)**	**173**	**19,594 (9)**	**10,936**	**31,331 (6)**
Institution E	76	33,600 (19)	93	25,500 (21)	77	22,200 (19)	12	15,100 (18)	258	26,417 (20)
Institution L	35	32,300 (20)	27	26,300 (20)	34	21,400 (20)	0	0	96	26,752 (19)
Institution H	181	31,000 (21)	100	26,400 (19)	163	21,000 (21)	34	15,900 (17)	478	25,554 (21)
Comparison Institution Totals	3,918	$39,679	4,074	$29,673	3,271	$23,865	506	$18,769	11,769	$30,921

Source: California State University, Office of the Chancellor.

of each year for consideration in the Governor's Budget, estimates continue to be necessary for those institutions not supplying current-year information.

In its attempts to make the estimates as accurate as possible, the Office of the Chancellor analyzed the differences between the cost-of-living adjustments projected to be given to faculty, and those actually distributed to them. This analysis showed that the actual changes in any institution's average salaries increased by only about 95 percent of the projected percentage increase -- a difference caused by changes in staffing patterns at the institutions involved. Accordingly, the State University suggested that, when current-year data cannot be obtained, but the projected cost-of-living adjustment is known, that that percentage be multiplied by 0.95. This

DISPLAY 5 California State University Comparison Institution Salary Data, by Rank, 1987-88

Institution	Professor		Associate Professor		Assistant Professor		Instructor		Total Faculty	
	No.	Average Salary	No.	Average Salary	No.	Average Salary	No.	Average Salary	No.	Weighted Average Salary
Institution J	122	$62,999 (1)	154	$46,599 (1)	94	$37,372 (1)	9	$27,634 (5)	379	49,139 (1)
Institution Q	412	61,101 (2)	411	43,264 (3)	316	36,083 (2)	22	36,088 (1)	1,161	47,503 (3)
Institution N	235	60,319 (3)	251	44,024 (2)	120	32,787 (6)	0	0	606	48,118 (2)
Institution R	457	57,065 (4)	436	40,462 (5)	327	35,040 (3)	85	23,964 (15)	1,305	43,843 (6)
Institution I	66	56,549 (5)	108	37,329 (15)	101	30,816 (17)	42	22,341 (17)	317	37,440 (18)
Institution K	372	55,136 (6)	296	39,916 (6)	236	34,484 (4)	10	26,513 (7)	914	44,561 (5)
Institution P	98	53,410 (7)	124	38,732 (10)	96	30,809 (18)	3	26,833 (6)	321	40,732 (11)
The California State University	**7,409**	**52,373 (8)**	**2,468**	**40,782 (4)**	**1,491**	**32,888 (5)**	**176**	**28,324 (4)**	**11,544**	**47,140 (4)**
Institution F	272	52,068 (9)	251	38,226 (14)	185	31,257 (13)	37	22,966 (16)	745	40,791 (10)
Institution A	496	51,709 (10)	446	39,212 (7)	312	32,330 (8)	34	24,614 (12)	1,288	41,972 (8)
Institution D	151	50,846 (11)	232	38,483 (12)	104	30,893 (16)	28	25,851 (9)	515	39,888 (12)
Institution S	306	50,575 (12)	306	38,546 (11)	148	32,773 (7)	11	24,148 (13)	771	42,007 (7)
Institution C	80	50,493 (13)	61	38,344 (13)	84	31,164 (14)	2	18,750 (19)	227	39,796 (13)
Institution G	151	50,000 (14)	221	39,000 (9)	171	31,900 (10)	24	31,400 (2)	567	39,466 (15)
Institution B	89	49,091 (15)	83	39,171 (8)	45	32,326 (9)	13	24,808 (11)	230	40,859 (9)
Institution T	254	48,854 (16)	300	36,292 (19)	165	31,603 (11)	5	28,917 (3)	724	39,580 (14)
Institution O	165	47,428 (17)	227	35,234 (20)	141	30,567 (19)	2	24,100 (14)	535	37,723 (17)
Institution M	121	47,001 (18)	124	36,865 (16)	81	31,587 (12)	1	25,199 (10)	327	39,273 (16)
Institution E	87	45,893 (19)	117	36,614 (17)	91	31,008 (15)	15	26,322 (8)	310	37,074 (19)
Institution H	196	45,817 (20)	144	36,471 (18)	132	29,121 (20)	42	21,246 (18)	514	36,903 (20)
Institution L	33	44,098 (21)	21	33,487 (21)	31	26,865 (21)	0	0	85	35,191 (21)
Comparison Institution Totals	4,163	$53,294	4,313	$39,431	2,980	$32,737	385	$25,087	11,841	$42,154

Note: The data in this display for the California State University reflect salary increases awarded in January 1988. Actual salaries earned by State University faculty for the 1987-88 fiscal year are thus slightly lower than listed here, and these differences could affect the State University's ranking. The rankings for several comparison institutions may also be affected by salary increases given at times other than the first day of the fiscal year.

Source: California State University, Office of the Chancellor.

relationship will be monitored to determine if the 95 percent adjustment continues to be valid.

Another issue unresolved in the 1986-87 salary report concerned the adjustment for law school faculty. The salaries paid to law faculty at the comparison

institutions are included in the raw data supplied to the American Association of University Professors and published in its "Annual Report on the Economic Status of the Profession." That report, which includes data also collected by the Center for Education Statistics of the U.S. Department of Education, constitutes the primary source of faculty salary data in the United States. At present, eight of the State University's 20 comparison institutions operate law schools, and since law faculty are paid more than regular faculty, a deduction is made in the State University's parity figure to reflect the fact that it operates no law schools.

In the 1986-87 report, the effect of law faculty salaries on those of the new list of institutions was unknown, so a rough estimate of 0.8 percent was deducted from the parity figure. In 1987-88, however, the Office of the Chancellor analyzed the data from the eight comparison institutions that operate law schools, compared them to the data from the old list, and determined that the true deduction should be only 0.2 percent. Commission staff then verified the accuracy of the Chancellor's staff analysis, and the 0.2 percent deduction was reflected in the 1987-88 parity figures. The 0.2 percent adjustment is continued this year as is shown in Display 6 on page 12. Other deductions of 0.2 percent for turnover and promotions, and 0.68 percent to reflect an additional appropriation for merit salary adjustments, are also included. The first is unchanged from last year's cycle, while the second is reduced from last year's estimate of 0.75 percent. Complete current-year data were obtained for 17 institutions, with estimated 1987-88 cost-of-living adjustments supplied for the remaining three. Furthermore, it should be noted that because the State University faculty received their final salary adjustment on January 1, 1988, the computed average annual by rank salaries displayed for 1987-88 is greater than the salaries actually earned by the faculty for this entire year.

One of the required calculations to derive an average salary figure for each comparison institution is a conversion from eleven-month to nine-month faculty, since all average salaries are based on nine-month contracts. In its annual report on the economic status of the profession, the AAUP uses a factor of 0.8182, a figure derived by dividing nine by eleven. In some cases, however, institutions use different conversion factors to build their budgets, and these are all specified by the AAUP in footnotes to its report and used to derive average salary figures. In many cases, especially in independent institutions, no published salary schedules or institutional conversion factors exist, since all faculty contracts are negotiated individually in terms of both length of annual service and compensation. In these cases, all conversions used to derive average salaries are artificial, and the AAUP simply applies the 0.8182 factor as a reasonable estimate.

In the State University, as shown in Display 7 on page 13, the actual relationship between eleven-month and nine-month faculty is almost 87 percent, but for the purposes of the annual salary reports, and reporting to the AAUP, the 0.8182 figure continues to be used for the purposes of assuring analytical consistency with the comparison institutions.

With all of the adjustments discussed above, the State University's parity figure for 1988-89 becomes 4.67 percent.

DISPLAY 6 *California State University Faculty Salary Parity Calculations, 1988-89 (Comparison Institution Average Salaries, 1982-83 and 1987-88; Five-Year Compound Rates of Increase; Comparison Institution 1988-89 Projected Salaries; State University 1987-88 Average Salaries; 1988-89 Projected Percentage Salary Deficiency; 1987-88 Staffing Patterns)*

Academic Rank	Comparison Group Weighted by Total 1982-83	Average Salaries Faculty at Each Rank 1987-88	Five-Year Percentage Rate of Change	Comparison Group Projected Salaries 1988-89
Professor	39,679	53,294	6.078%	56,533
Associate Professor	29,673	39,431	5.851%	41,737
Assistant Professor	23,865	32,737	6.526%	34,874
Instructor	18,769	25,087	5.974%	26,585

Academic Rank	California State University Average Salaries 1987-88	Comparison Group Average Salaries		Percentage Increase Required in CSU Salaries to Equal the Comparison Institution Average	
		1987-88	1988-89	1987-88	1988-89
Professor	52,573	53,294	56,533	1.37%	7.53%
Associate Professor	40,782	39,431	41,737	-3.31%	2.34%
Assistant Professor	32,888	32,737	34,874	-0.46%	6.04%
Instructor	28,324	25,087	26,585	-11.43%	-6.14%
All Ranks Averages: Weighted by Staffing	47,140	47,245	50,116	0.22%	**6.31%**
Weighted by Comparison Institution Staffing	42,536	42,154	44,719	-0.90%	**5.13%**
Mean All Ranks Average and Gross Percentage Amount*	44,838	44,699	47,417	-0.31%	**5.75%**
Adjustments:					
Turnover and Promotions			-90		0.20%
Effect of Law Faculty			-90		0.20%
Merit Award Adjustment			-305		0.68%
Net Parity Salary and Percent			46,933		**4.67%**

Institutional Staffing Patterns:	Professor	Associate Professor	Assistant Professor	Instructor	Total
California State University	7,409	2,468	1,491	176	11,544
Comparison Institutions	4,163	4,313	2,980	385	11,841

Source: Office of the Chancellor, The California State University (reproduced in Appendix F).

DISPLAY 7 California State University 1987-88 Salary Schedule for Nine-Month and Eleven-Month Regular Faculty, with Percentage Differences

Nine Month Faculty by Rank	Step 1	Step 2	Step 3	Step 4	Step 5
Professor	$43,896	$45,984	$48,204	$50,544	$52,968
Associate Professor	34,740	36,408	38,136	39,960	41,868
Assistant Professor	27,588	28,884	30,252	31,680	33,192
Instructor	25,248	26,376	27,588	28,884	30,252

Eleven Month Faculty by Rank	Step 1	Step 2	Step 3	Step 4	Step 5
Professor	$50,544	$52,968	$55,548	$58,224	$61,044
Associate Professor	39,960	41,868	43,896	45,984	48,204
Assistant Professor	31,680	33,192	34,740	36,408	38,136
Instructor	28,884	30,252	31,680	33,192	34,740

Percentage Difference by Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Overall Average
Professor	86.85%	86.81%	86.78%	86.81%	86.77%	
Associate Professor	86.93	86.96	86.88	86.90	86.86	
Assistant Professor	87.08	87.02	87.08	87.01	87.04	
Instructor	87.41	87.19	87.08	87.02	87.08	
Average	87.07%	87.00%	86.96%	86.94%	86.94%	86.98%

Source: California State University, Office of the Chancellor.

3 Conclusions

THIS 1988-89 faculty salary report contains detailed data on average salaries in the comparison institutions of the University of California and the California State University. Again, due principally to the introduction of electronic spreadsheets in the Commission's offices, the Commission has been able to analyze the raw data submitted by the comparison institutions in time for inclusion in this report, and to provide a detailed written analysis. That analysis revealed no errors in the segmental computations.

Comparisons of the University of California and the California State University with their respective comparison groups revealed that both segments improved their competitive positions over the past five years -- the University moving from about eighth to fourth position on its list of eight comparison institutions, and the State University moving from eighteenth overall to about fourth on its list of 20 institutions.

The University of California obtained actual 1987-88 data from all of its eight comparison institutions. The California State University collected actual data from 17 of its 20 comparison institutions, with the remaining three being unable to offer current data for various reasons. As specified in the salary methodology agreed to by State officials, estimates were made for the three unable to supply current information.

For 1988-89, it is estimated that University of California faculty members will require an average salary increase of 3.0 percent to bring them to the mean of their comparison group. The University Regents have requested that increase, and they have alleviated the need for the special "margin of excellence" by the change in the list of comparison institutions.

A salary increase of 4.7 percent is estimated to be necessary to keep State University faculty at the mean of its list of 20 comparison institutions. The State University's Trustees, following a practice instituted since the implementation of collective bargaining, have not approved a faculty salary request for the coming year.

Appendix A

Senate Concurrent Resolution No. 51, 1965 General Session,
Relative to Academic Salaries and Welfare Benefits

WHEREAS, The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education; and

WHEREAS, The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult; and

WHEREAS, The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee; and

WHEREAS, The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve implications to the state now, therefore, be it

Resolved by the Senate of the State of California, the Assembly thereof concurring, That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965.

Appendix B

NOTE: The following material is reproduced from Chapter Two, "The Revised Methodology," of the second edition of *Methods for Calculating Salary and Fringe Benefit Cost Comparisons, 1985-86 to 1994-95: A Revision of the Commission's 1977 Methodology for Preparing Its Annual Reports and Faculty and Administrative Salaries and Fringe Benefit Costs.* Commission Report 85-11. Sacramento: California Postsecondary Education Commission, March 1985. pp. 7-16 (second edition issued February 1988).

The following procedures will be employed by the California Postsecondary Education Commission to develop its annual report on faculty salaries and fringe benefits in California public higher education

1. Number and timing of reports

One report will be prepared by the Commission each year. That report will contain current-year data from both the University of California's and the California State University's comparison institutions, such data to be submitted by the segments to the Commission, the Department of Finance, and the Legislative Analyst not later than December 5 each year. The segmental submissions are to include total nine and eleven-month expenditures, and the number of faculty, at each rank specified in Section 4 of this document for each comparison institution. Comparison institutions should be identified only by letter code. Commission staff shall verify the accuracy of the segmental calculations and report the results of its analysis to the Department of Finance and the Office of the Legislative Analyst on December 5, or the first working day following December 5 if the latter falls on a weekend. The Commission shall submit a report on the subject to the Department of Finance and the Joint Legislative Budget Committee not later than February 15.

2. Principle of parity

The report will indicate needed percentage increases (or decreases) for the forthcoming fiscal year in salaries and fringe benefit costs for University of California and California State University faculty to achieve and maintain parity with comparison institution faculty at the ranks of professor, associate professor, assistant professor, and (at the State University only) instructor. Parity is defined as the mean of all salaries paid by the comparison institutions as a whole at each rank. A separate list of comparison institutions will be used by each of the four-year California segments of higher education.

3. Comparison institutions

University of California

Comparison institutions for the University of California, with independent institutions asterisked (*), will be the following:

Harvard University*
Massachusetts Institute of Technology*
Stanford University*
State University of New York at Buffalo
University of Illinois, Urbana
University of Michigan, Ann Arbor
University of Virginia
Yale University*

(On February 8, 1988, the Commission voted to replace Cornell University and the University of Wisconsin-Madison with MIT and the University of Virginia, respectively.)

The California State University

Comparison institutions for the California State University will be the following for the years 1987-88 through 1996-97.

Northeast
Bucknell University*

Rutgers the State University of New Jersey, Newark
State University of New York, Albany
Tufts University*
University of Bridgeport*

South

Georgia State University
North Carolina State University
University of Maryland, Baltimore County
Virginia Polytechnic Institute and State University

North Central

Cleveland State University
Loyola University, Chicago*
Mankato State University
Wayne State University
University of Wisconsin, Milwaukee

West

Arizona State University
Reed College*
University of Colorado, Denver
University of Nevada, Reno
University of Southern California*
University of Texas, Arlington

* Independent Institution

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4. Faculty to be included and excluded

University of California

Faculty to be included in the comparisons are those at the ranks of professor, associate professor, and assistant professor (the University does not use the rank of instructor) employed on nine and eleven-month (prorated) appointments, with the exception of faculty in law, the health sciences, summer sessions, extension programs, and laboratory schools, to the extent that these faculty are covered by salary scales or schedules other than those of the regular faculty. Faculty on the special salary schedules for engineering, computer science, and business administration will be included with the regular faculty.

Faculty members to be included are those assigned to instruction (regardless of their assignments for research and other University purposes), department chairmen (if not on an administrative salary schedule), and faculty on salaried sabbatical leave.

The number of University faculty will be reported on a full-time-equivalent basis.

The California State University

Faculty to be included in the comparisons are those with full-time appointments at the ranks of professor, associate professor, assistant professor, and instructor, employed on nine and eleven-month (prorated) appointments, department chairmen, and faculty on salaried sabbatical or special leave. Faculty teaching seminar sessions or extension will be excluded.

Funds appropriated for "outstanding professor awards" will be included in the State University's mean salaries.

The number of State University and comparison institution faculty will be reported on a headcount basis.

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5. Computation of comparison institution mean salaries

As indicated below, the University and the State University use different methods to compute mean salaries in their respective groups of comparison institutions. The Commission will provide a detailed explanation of these differences in its annual report.

University of California

For the University's comparison group, the mean salary at each rank will be obtained for each comparison institution. The mean salary at each rank for the comparison group as a whole will then be calculated by adding the mean salaries at the eight comparison institutions and dividing by eight.

The California State University

For the State University's comparison group, the total actual salary dollars paid at each rank for the group as a whole will be divided by the number of faculty within the rank at all 20 institutions to derive the mean salary for each rank.

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6. Five-year compound rate of salary growth

In order to compute the estimated salaries to be paid

by the comparison institutions in the budget year, a five-year compound rate of change in salaries will be computed using actual salary data for the current year and the fifth preceding year.

Each segment will compute the mean salary, by rank, for their respective comparison groups as specified in Section 5 above. Each will then calculate the annual compound rate of growth at each rank between the current year and the fifth year preceding the current year. These rates of change will then be used to project mean salaries for that rank forward one year to the budget year.

In the event that neither current-year staffing nor mean salary data can be obtained from a comparison institution in a timely manner, the staffing pattern and salary expenditure data from the prior year will be used with the expenditures at each rank being incremented by 95 percent of the anticipated current-year salary increase. If current-year staffing data are available, but not current-year salary expenditure data, the staffing data will be used with the prior-year expenditures at each rank being incremented by 100 percent of the anticipated current-year salary increase.

When a comparison institution does not supply both its current-year staffing and salary expenditure data, and when that institution does not anticipate a general faculty salary increase in the current year, the prior-year staffing and expenditure data will be assumed to remain unchanged for the current year.

When current year staffing and salary expenditure data are available, but do not reflect the full extent of planned salary adjustments (e.g., reported data do not include a specified percentage to be granted after July 1 of a given fiscal year), the salary expenditures at each rank will be adjusted to reflect the full extent of the planned adjustment.

When complete staffing and expenditure data are available for neither the current nor prior years, the most recent year for which complete data are available will be used. In such a case, expenditures at each rank will be incremented by 95 percent of the anticipated salary expenditures increase for each year in which complete data are unavailable.

If the University of California or the California State University are unable to obtain complete current-year staffing and salary expenditure data from all of their respective comparison institutions by December 5 of any year, a supplemental report will be filed with the Commission, the Department of Finance, and the Office of the Legislative Analyst as soon as the data become available, but not later than April 1 of the subsequent calendar year, such update to include all additional data received since December 5. If the comparison institution data remain incomplete as of the April 1 date, a final report will be filed on June 30, or at such earlier time as the University or the State University are able to supply complete data.

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7. Fringe benefits

On June 30, 1989, and every fourth year thereafter, the University of California and the California State University shall submit reports on faculty fringe benefits for the preceding fiscal year, such reports to include the following information for their own system and for each comparison institution:

a. The mean employer and employee contribution for retirement programs; health insurance programs (including medical, dental, vision and any other medical coverage); Social Security; and life, unemployment, workers' compensation, and disability insurance;

b. The mean contribution needed to fund the "normal costs" of the retirement systems; and

c. Any further information available, in addition to the cost data, on actual benefits received.

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8. All-ranks average salaries

All-ranks mean salaries will be calculated for each segment in the current year, and the comparison institutions' mean salaries in the current and budget years, by using the following procedures.

University of California

Both the University's and its comparison institutions' mean salaries at each rank will be weighted by the University's projected budget-year staffing pattern. The all-ranks mean salaries produced thereby will be compared and percentage differentials computed for both the current and budget years. The percentage differential between the Uni-

versity's current year all-ranks mean salary and the comparison group's projected budget year all-ranks mean salary will constitute the percentage amount by which University salaries will have to be increased (or decreased) to achieve parity with the comparison group in the budget year.

The California State University

Both the State University's and its comparison institutions' current-year staffing patterns will be employed. The rank-by-rank mean salaries will be separately weighted by the respective staffing patterns for both the current and budget years so that two sets of all-ranks mean salaries will be derived. The two all-ranks mean salaries for the State University in the current year (the first weighted by the State University's staffing pattern and the second by the comparison group's staffing pattern) will be added together and divided by two to produce the overall mean. Similarly, the current and budget-year all-ranks mean salaries for the comparison institutions will be added and divided by two to produce overall means for both the current and budget years. The State University's current-year all-ranks mean salary will then be compared to the current and budget-year comparison institution all-ranks mean salary to produce both current and budget-year parity percentages. The percentage differential between the State University's current-year all-ranks mean salary and the comparison group's projected budget-year all-ranks mean salary will constitute the "Gross Percentage Amount" by which State University salaries will need to be increased or decreased to achieve parity with the comparison group in the budget year.

The "Gross Percentage Amount" will be reduced by applying three adjustments:

- First, two-tenths of one percent (0.2 percent) will be deducted to account for the effect of turnover and promotions in the budget year.
- Second, an additional two-tenths of one percent (0.2 percent) will be deducted to account for the effect of higher paid law-school faculty in eight of the State University's comparison institutions.
- Third, an additional percentage amount, to account for the effect of unallocated merit salary awards, shall be deducted when applicable. The amount to be deducted shall be mutually agreed to by Commission staff and the Chancellor's Office of the State University.

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9. Administrative, medical, and community college salaries

Administrative salaries

In its annual faculty salary report, the Commission will report the salaries paid to selected central-office and campus-based administrators at the University and the State University. The Commission shall also include data on comparable campus-based positions from both the University's and the State University's respective comparison institutions. The University and State University will use the same group of comparison institutions as for their faculty surveys.

The campus-based administrative positions to be surveyed shall include those listed in Display 1:

In addition to these campus-based positions for which the national survey shall be conducted, the University and the State University shall also report the salaries paid to all central office personnel with the position titles listed in Display 2.

Medical faculty salaries

The Commission will include data on comparative salaries and compensation plans for the University of California and a select group of comparison institutions on a biennial basis commencing with the 1985-86 academic year. Comparison institutions to be surveyed will be Stanford University, the University of Chicago, the University of Illinois, the University of Michigan, the University of North Carolina, the University of Texas at Houston, the University of Wisconsin, and Yale University. Disciplines to be surveyed will be internal medicine, pediatrics, and surgery, which, taken together, will be considered representative of the medical profession as a whole.

Community college faculty salaries

In its annual report on faculty salaries, the Commis-

DISPLAY 1 *Campus-Based Administrative Positions for Which Current-Year Salaries at the University of California, the California State University, and Their Respective Comparison Institutions Are to Be Reported in the Commission's Annual Administrators' Salary Survey*

University of California	The California State University
1. Chief Executive Officer/Single Institution	1. Chief Executive Officer/Single Institution
2. Chief Academic Officer	2. Chief Academic Officer
3. Chief Business Officer	3. Chief Business Officer
4. Director of Personnel/Human Resources	4. Director of Personnel/Human Resources
5. Chief Budget Officer	5. Chief Budget Officer
6. Director of Library Services	6. Director of Library Services
7. Director of Computer Services	7. Director of Computer Services
8. Director of Physical Plant	8. Director of Physical Plant
9. Director of Campus Security	9. Director of Campus Security
10. Director of Information Systems	10. Director of Institutional Research
11. Director of Student Financial Aid	11. Director of Student Financial Aid
12. Director of Athletics	12. Director of Athletics
13. Dean of Agriculture	13. Dean of Agriculture
14. Dean of Arts and Sciences	14. Dean of Arts and Sciences
15. Dean of Business	15. Dean of Business
16. Dean of Education	16. Dean of Education
17. Dean of Engineering	17. Dean of Engineering
18. Dean of the Graduate Division	18. Dean of the Graduate Division

DISPLAY 2 *Central-Office Administrative Positions for Which Current-Year Salaries Are to Be Reported in the Commission's Annual Administrators' Salary Survey*

University of California	The California State University
1. President	1. Chancellor
2. Senior Vice President	2. Provost-Vice Chancellor or Executive Vice Chancellor
3. Vice President	3. Deputy Provost
4. Associate Vice President	4. Vice Chancellor
5. Assistant Vice President	5. Associate Vice Chancellor
6. General Counsel of the Regents	6. Assistant Vice Chancellor
7. Deputy General Counsel of the Regents	7. General Counsel
8. Treasurer of the Regents	8. Associate General Counsel
9. Associate Treasurer of the Regents	9. Director of Governmental Affairs
10. Secretary of the Regents	10. Auditor
11. Director of State Governmental Relations	
12. Auditor	

sion shall include such comments as it considers appropriate to satisfy the recommendation of the Legislative Analyst contained in the Analysis of the Budget Bill, 1979-80. Comments shall be directed to, but need not be limited by, the contents of the Annual Report on Staffing and Salaries of the Community Colleges' Chancellery.

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10. Supplementary information

Supplementary information shall be supplied annually by both the University of California and the California State University. The University of California shall continue to submit its "Annual Academic Personnel Statistical Report." The California State University shall submit a report to the Commission on faculty demographics, promotions and separations, origins and destinations, and related data. Both the University and the State University will submit their supplemental reports not later than April 1.

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11. Criteria for the selection of comparison institutions

University of California

The following four criteria will be used to select comparison institutions for the University:

1. Each institution should be an eminent major university offering a broad spectrum of undergraduate, graduate (Master's and PhD), and professional instruction, and with a faculty responsible for research as well as teaching.

2. Each institution should be one with which the University is in significant and continuing competition in the recruitment and retention of faculty.

3. Each institution should be one from which it is possible to collect salary and benefit cost data on a timely, voluntary, and regular basis. (Not all institutions are willing to provide their salary and benefit cost data, especially in the detail required for comparison purposes.)

4. The comparison group should be composed of both public and private institutions.

   In selecting these institutions, stability over time in the composition of the comparison group is important to enable the development of faculty salary market perspective, time-series analysis, and the contacts necessary for gathering required data.

The California State University

The following five criteria will be used to select comparison institutions for the California State University.

1. *General comparability of institutions:* Comparison institutions should reflect the mission, functions, purposes, objectives, and institutional diversity of the California State University system. Faculty expectations at the comparison institutions, in terms of pay, benefits, workload, and professional responsibilities, should be relatively similar to those prevailing at the California State University. To those ends, State University comparison institutions should include those that offer a wide variety of programs at both the undergraduate and graduate levels but that grant very few if any doctoral degrees. Specifically, the 20 institutions that awarded the largest number of doctoral degrees during the ten-year period between 1973-74 and 1983-84 should be excluded. The list should include both large and small, and urban and rural institutions from each of the four major regions of the country (Northeast, North Central, South, and West). Approximately one-fourth to one-third of the institutions on the list should be private or independent colleges and universities, and none of these institutions should be staffed predominantly with religious faculty.

2. *Economic comparability of institutional location:* The comparison group, taken as a whole, should reflect a general comparability in living costs and economic welfare to conditions prevailing in California. Consequently, institutions located in very high cost areas, such as New York City, or in severely economically depressed areas, should not be included on the list. In order to ensure a continuing economic comparability between Califor-

nia and those regions in which comparison institutions are located, the Commission will periodically review such economic indicators as it considers appropriate and include the results of its surveys in its annual report on faculty salaries and fringe benefit costs.

3. *Availability of data:* Each institution should be one from which it is possible to collect salary and benefit cost data on a timely, voluntary, and regular basis. (Not all institutions are willing to provide their salary and benefit cost data, especially in the detail required for comparison purposes.)

4. *Fringe benefits:* The comparison institutions should provide fringe benefits, including a retirement program that vests in the faculty member within five years.

5. *University of California comparison institutions:* The California State University's comparison group should not include any institution used by the University of California for its comparison group.

Appendix C

House Resolution No. 250, 1964 First Extraordinary Session,
Relative to the Economic Welfare of the Faculties
of the California Public institutions of Higher Education

WHEREAS, The Master Plan for Public Higher Education strongly recommended that every effort be made to ensure that the institutions of higher education in California maintain or improve their position in the intense competition for the highest quality of faculty members; and

WHEREAS, The Coordinating Council for Higher Education in its annual report to the Governor and the Legislature regarding level of support for the California State Colleges and the University of California recommended that funds should be provided to permit at least an additional 5 percent increase in academic salaries for the California State Colleges and the University of California; and

WHEREAS, The Trustees of the California State Colleges in their annual report to the Legislature declared that the California State Colleges are falling far behind in the face of this competition and that by 1964-65 faculty salaries will be lagging 14 to 18 percent behind those of comparable institutions; and

WHEREAS, Greatly increasing enrollments in institutions of higher education in California during the next decade will cause a demand for qualified faculty members which cannot possibly be met unless such institutions have a recruitment climate which will compare favorably with other colleges, universities, and business institutions, industry, and other levels of government; and

WHEREAS, California has achieved an enviable momentum in business and industrial development, a momentum now threatened by lagging faculty salaries so that failure to maintain adequate salary scales for faculty members in California institutions of higher education would be false economy; and

WHEREAS, There have been widespread reports from the State College and University campuses that higher salaries elsewhere are attracting some of the best faculty members from the California institutions of higher education, and if such academic emigration gains momentum because of inadequate salaries, the effect will disrupt the educational processes and result in slower economic growth, followed by lower tax revenues; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and

maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The State's investment in superior teaching talent has been reflected in California's phenomenal economic growth and has shown California taxpayers to be the wisest of public investors, but unless the superiority in faculty quality is maintained, the contributions by the California institutions of higher education to the continued economic and cultural development of California may be seriously threatened; now, therefore, be it

Resolved by Assembly of the State of California, That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session.

Appendix D

A RECOMMENDED METHOD FOR REPORTING TO THE LEGISLATURE ON FACULTY SALARIES AND OTHER BENEFITS AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE COLLEGES

(Pursuant to HR 250, 1964 First Extraordinary Session)

Prepared by the
Office of the Legislative Analyst
State of California

January 4, 1965

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INTRODUCTION

The purpose of this staff report is to recommend a method for reporting to the Legislature on salaries, fringe benefits and other special economic benefits for faculties of the University of California and the California State Colleges. This report has been prepared by the Joint Legislative Budget Committee in response to House Resolution 250 (1964 First Extraordinary Session, Appendix 1)[1] which resolved:

> "That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session."

Staff of the Joint Legislative Budget Committee initiated its study by seeking information which would reflect the magnitude of California's long-range and immediate problems regarding the need to recruit and retain an adequate number of high quality faculty. While reviewing past reports presented to the Legislature as justification for salary increase recommendations by the Coordinating Council for Higher Education, the University of California and the California State Colleges, it became apparent that the first step in trying to improve faculty salaries and other benefits is to furnish the Legislature with comprehensive and consistent data which identify the nature and level of competitive benefits. The costs associated with recommendations, rated according to priority, should be included in proposals by the segments in order to aid the Legislature in determining how much to appropriate and the benefits which an appropriation will buy.

There has existed in the past a difference between what the institutions have recommended as the need for salary and benefit increases and what has finally been appropriated by the Legislature. There are two principal reasons for this difference which at times may be closely related: (1) The Legislature may disagree with what is proposed as to need, or (2) there may not be enough funds to meet the need because of higher priorities in other areas of the budget.

These needs are very complex and, for example, include such factors as:

1. Disagreement with conclusions drawn from data submitted in justification of recommendations;
2. Lack of confidence in the quantity, quality, or type of data;
3. The failure of advocates to make points which are concise and clearly understandable;
4. The submission of conflicting data by legislative staff or the Department of Finance.

After careful consideration, it was determined that a special report should be made to the Budget Committee containing recommendations as to the kind of data the Legislature should be furnished for the purpose of considering salary and other benefit increases.

On August 5, 1964 a letter (Appendix 2) was sent from the Legislative Analyst to the Coordinating Council for Higher Education, the University of California, the California State Colleges, the Department of Finance and various faculty organizations informing them that the Joint Legislative Budget Committee was planning to hold a public hearing in connection with HR 250 and asking for replies to a series of questions designed to gather background information about salary and fringe benefits data (Appendix 3, Copies of Replies Received). The primary purpose of the hearing was to provide the University of California, the California State Colleges and interested groups the opportunity to indicate the basis on which salary and fringe benefits should be reported to the Legislature, including the kind of data to be compiled and who should compile and publish it (Appendix 4, Copies of Prepared Testimony Filed with the Joint Legislative Budget Committee at the October 15, 1964 Hearing). The contents of most of the prepared statements discussed problems and in some instances recommendations relating to faculty salaries and other benefits rather than the primary purpose of the hearing, but the testimony did serve to identify areas of concern. The hearing also established legislative interest in the subjects of faculty workload and sources of supplementary income.

The review of past faculty salary reports, the replies to the Legislative Analyst's letter of August 5, 1964, the oral and prepared statements received at the October 15, 1964 hearing of the Joint Legislative Budget Committee and other sources have revealed significant findings and permitted the development of recommendations concerning the type of information and method of presentation that should be included in future faculty salary reports prepared for the Legislature.

BACKGROUND

Current procedures for review of faculty salary and other benefit increase proposals, starting with the presentation of recommendations by state colleges and University of California administrative officials to their respective governing boards, appear generally to be adequate, with minor reservations. The State College Trustees and the Regents of the University of California generally formulate their own proposals in December and forward them to the State Depart-

[1] Appendices deleted.

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ment of Finance for budget consideration. Concurrently the Coordinating Council for Higher Education also makes a report with recommendations which is made available to the State Department of Finance. The Governor and the Department of Finance consider these salary increase proposals in relation to the availability of funds and their own analysis of faculty salary needs and decide how much of an increase, if any, to include in the Governor's Budget. The Legislative Analyst in the *Analysis of the Budget Bill* provides analysis and recommendations as to the Governor's budget proposal.

When appropriate legislative committees hear the budget request for faculty salary increases they may be confronted with several recommendations from various sources. Their first responsibility is to consider the Governor's recommendations in the Budget Bill. However, the University and the California State Colleges generally request the opportunity to present their own recommendations, which frequently differ from the Governor's proposal. Also, the Coordinating Council for Higher Education presents its recommendations. Various faculty organizations may desire to make independent proposals. The Legislature has been cooperative in providing all interested parties the opportunity to present their views, but these presentations have been marked by extreme variations in recommendations and in the data which support the requests.

WHO SHOULD PREPARE FACULTY SALARY REPORTS

There appears to be some difference of opinion concerning the purpose of faculty salary reports and recommendations prepared by the Coordinating Council for Higher Education. The University of California and the California State Colleges contend that they should make direct recommendations to the Governor and the Legislature and that Coordinating Council recommendations should be regarded as independent comments. Conversely, the Department of Finance and the Coordinating Council for Higher Education believe that salary reports and recommendations of the Coordinating Council should be the primary report submitted to the Department of Finance and the Governor to consider in preparing budget recommendations. The Department of Finance states that such a report should be regarded as similar in status to the annual salary report relating to civil service salaries prepared by the State Personnel Board for the Governor and the Legislature. It is our opinion that the Legislature should give specific and primary consideration to the recommendations in the Governor's Budget and to the annual faculty salary report of the Coordinating Council for Higher Education. However, any separate recommendations of the University of California and the California State Colleges should also be considered.

WHAT FACULTY SALARY REPORTS SHOULD CONTAIN

We do not believe that reporting required of the University, the California State Colleges, and the Coordinating Council for Higher Education should limit the right of these agencies to emphasize specific points in supporting their own recommendations. However, the Legislature should take steps to establish a consistent basis upon which it will receive comprehensive information about faculty salaries, other benefits, and related subjects from year to year. After careful consideration of the statistical and other grounds presented in support of salary and other benefit increase proposals in the past, we recommend that basic data be included in faculty salary reports to the Legislature in a consistent form in the following areas:

A. Faculty Data
B. Salary Data
C. Fringe Benefits
D. Total Compensation
E. Special Privileges and Benefits
F. Supplementary Income

Since it is necessary for staff of the executive and legislative branches of government to analyze recommendations prior to the commencement of a legislative session, all reports and recommendations should be completed by December 1 of each year.

A. Faculty Data

1. Findings
   a. Informative data about the size, composition, retention, and recruitment of California State College faculty has been presented to the Legislature from time to time, but usually it has been so selective that it lacks objectivity and has been inconsistent from year to year.
   b. Superior faculty performance has not been demonstrated as a reason to justify past requests for superior salaries.
2. Recommendations

   The following data should be compiled and presented annually on a consistent basis. Definitions of what constitutes faculty are left to the discretion of the University and the state colleges but should be clearly defined in any report. Additional data may be included in any given year to emphasize special problems, but such data should supplement not replace the basic information recommended below. Graphs should be used when practical, accompanied by supporting tables in an appendix. Recommended faculty data includes:

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a. The number of faculty, by rank and the increase over the previous five years to reflect institutional growth.

b. Current faculty composition expressed in meaningful terms, including but not limited to the percentage of the faculty who have PhD's.

c. Student-faculty ratios as a means of expressing performance.

d. Data relating to all new full-time faculty for the current academic year including the number hired, source of employment, their rank and highest degree held. Existing vacancies should also be noted. Pertinent historical trends in these data should be analyzed. We do not believe that subjective and incomplete data estimating reasons for turning down offers, such as has been presented in the past, serves any useful purpose.

e. Faculty turnover rates comparing the number of separations to total faculty according to the following suggested categories; death or retirement, to research or graduate work, intra-institutional transfers, other college or University teaching, business and government, other.

3. Comments

The first three recommendations above are designed to reflect faculty size, composition, rate of growth, and workload. The inclusion of consistant data from year to year will facilitate trend analysis as it relates to the institutions involved and, when possible, to comparable institutions. The purpose of including data on new faculty and faculty turnover is to provide a quantitative base for discussions of problems relating to faculty recruitment and retention. It may also be beneficial to include some basic statistics about the available supply of faculty to see what proportion of the market, new PhD's for example, California institutions hire every year.

B. Salary Data

1. Findings

a. The University for several years has exchanged salary data to provide a consistent comparison with a special group of five "eminent" universities, as well as with a group of nine public universities. Conversely, the California State Colleges have not yet established a list of comparable institutions which is acceptable to them.

b. Both the University of California and the Coordinating Council for Higher Education maintain that salary comparisons to appropriate institutions is the best single method of determining salary needs.

c. The University of California places less significance on salary comparisons with non-academic employment than the Coordinating Council on Higher Education and the California State Colleges.

d. Salary increases have been proposed on the basis of differentials between total compensation (salaries plus fringe benefits) in comparable institutions.

e. Both the University and the California State Colleges have tended to relate the size of proposed salary increases to how much of an increase would be necessary to return to a specific competitive position which existed in 1957-58 and which was unusually advantageous.

f. Salary comparisons have frequently been made to various levels of teaching including elementary, high school, and junior college salaries.

g. Methods of salary comparisons with other institutions have varied from year to year in reports prepared by the state colleges.

2. Recommendations

a. We recommend that proposed faculty salary increases distinguish between: (1) increases necessary to maintain the current competitive position and (2) increases to improve the current competitive position.

(1) Proposed increases to maintain the existing competitive position should be equivalent to a projection of the average salary relationship between the University, or state colleges, and comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection be based on a projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the past five years. A record of the accuracy of projections should be maintained in an appendix.

(2) Recommendations to improve the current competitive positions should be related to the additional advantages to be derived.

b. It is also recommended that the California State College Trustees select a list of com-

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parable institutions within the next year and that agreements be negotiated to exchange salary data in a form which will facilitate comparisons. A list of the criteria used to select comparable institutions, plus characteristics of the institutions selected, should be included in next year's report.

c. Specific proposals for salary increases should be accompanied by comparisons of current salary amounts and historic trends to comparable institutions. The following general principles are considered to be important:

(1) Salary data should be separated from fringe benefit and special benefit data for purposes of reporting salary comparisons.

(2) A consistent form should be used from year to year to present salary data. A suggested form might be to illustrate a five-year historic trend in average salaries by using a line graph for each rank. An alternative might be a table which simply shows where California ranked among comparable institutions during the past five years.

The current salary position might best be illustrated by showing a list of average salaries of the California institutions and the other comparable institutions from the highest to the lowest average, by rank, for the last actual and current years. This will show the relative position of the California institution for the last actual and current years, as well as the range of averages. Frequency distributions of faculty by rank or professor should be incorporated in an appendix and any significant limitations in the use of averages between those particular institutions in a given year should be noted. For example, an unusual proportion of faculty in the high ranks or the low ranks would affect the comparability of the arithmetic means.

(3) Special data to illustrate a particular problem in any given year would be appropriate as long as it supplements, rather than replaces, basic salary data.

d. Finally, it is recommended that salary data be reported in a form by rank which compensates for differences in faculty distributions.

C. Fringe Benefits

1. Findings

a. The definition of fringe benefits generally includes benefits available to all faculty that have a dollar cost to the employer. Benefits and services in kind are considered to be fringe benefits only if a cash payment option is available. Retirement and health insurance, by definition, are the only two programs considered as fringe benefits by the University of California and the California State Colleges.

b. Comparisons of fringe benefits, when comparisons have been made at all, have generally been limited to the dollar contribution by the employer and have not included any analysis of the quality of the benefits to the employee.

2. Recommendations

a. It is recommended that fringe benefit comparisons of type of benefit be included in faculty salary reports, but compared separately from salaries. Such comparisons should include an analysis of the quality of the benefits as well as the dollar cost to the employer.

b. Proposals to increase specific fringe benefits should be made separately from salaries, including separate cost estimates.

3. Comments

Separate proposals for increases in salaries and fringe benefits should be made to minimize misunderstanding about competitive positions. For example, information submitted to the 1963 Legislature by the University of California, in support of a proposed salary increase for 1963–64, compared total compensation data (salaries plus fringe benefits) rather than salaries alone. This report stated in part: "In comparing salaries, fringe benefits must be taken into account. Salary comparisons between the University and other institutions based on salary *alone* look far more favorable than comparisons of salaries *plus benefits.*" The least favorable comparison was with fringe benefits, not salaries, thus the report recommended a salary increase largely on the basis of a difference in fringe benefits. Although it is felt that comparisons of total compensation are appropriate inclusions in a faculty salary report, such data should only be in addition to rather than in place of separate analyses of the current competitive position in salaries and fringe benefits.

D. Total Compensation

1. Findings

a. Total compensation data consists of average salaries plus a dollar amount representing the employer's cost of fringe benefits.

b. The Coordinating Council for Higher Education, the University of California and the California State Colleges have in the past all

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used total compensation data prepared and published by the American Association of University Professors in their respective faculty salary reports.

2. Recommendations

We recommend that total compensation data, as reported by the American Association of University Professors, be included in faculty salary reports as a supplement to separate salary and fringe benefit information.

E. Special Privileges and Benefits

1. Findings

There are other faculty privileges and economic benefits which are not classified as fringe benefits because they may not be available to all faculty or fit the definition of a fringe benefit in some other respect. Examples at the University of California include up to one-half the cost of moving expenses, vacations for 11-month appointees, the waiving of nonresident tuition for faculty children, sabbatical leaves with pay, and other special and sick leaves with or without pay.

2. Recommendations

It is recommended that a list of special privileges and benefits be defined and summaries of related policies be included in a special section in future faculty salary reports so that the Legislature will be aware of what these privileges and benefits include.

3. Comments

The expansion or establishment of some of these special privileges and benefits could improve recruiting success more than the expenditure of comparable amounts in salaries. For example, moving expenses are not currently offered by the state colleges but some allowance might make the difference of whether a young candidate from the East could accept an appointment. If this type of benefit is proposed, it must include adequate controls.

F. Supplementary Income

1. Findings

a. The multiple loyalties created by permitting faculty to supplement their salaries by earning extra income from various sources within and outside his college or University is recognized as a problem common to institutions of higher education throughout the United States.

b. There apparently are proportionately more private consulting opportunities in California than in other areas of the nation. For example, 51 percent of the federal research defense contracts were concentrated in California during 1963–64.

c. The University of California has general policies designed to insure that outside activities do not interfere with University responsibilities. If outside activities interfere with University responsibilities, the faculty member generally must take a leave of absence without pay until such outside activities are completed. These and other related University policies were praised in a 1956 Carnegie-financed study titled *University Faculty Compensation Policies and Practices.*

d. The Coordinating Council for Higher Education submitted excerpts from nationwide studies relating to the magnitude of outside activities. We have no way of determining how the data may relate to California, but if the figures are reasonable, then it appears that probably a large percentage of faculty have at least one source of extra income. Sources of income were reported are follows:

Source	*Percent of faculty earning additional income from source*
Lecturing	31%
General writing	28
Summer and extension teaching	25
Government consulting	18
Textbook writing	16
Private consulting	12
Public service and foundation consulting	9
Other professional activities	13

Source: University Faculty Compensation Policies and Practices in the U. S., Association of American Universities, University of Illinois Press, Urbana, 1956.

e. The United State Office of Education has just completed a nationwide sample survey of outside earnings of college faculty for 1961–62. Although data has not been published yet, special permission has been received to report the following results which are quoted from a letter sent to the Legislative Analyst on December 3, 1964 from the staff of the California State College Trustees:

OUTSIDE EARNINGS OF TEACHING FACULTY ON ACADEMIC YEAR CONTRACTS (9–10 MONTHS)

The U. S. Office of Education has just completed a nationwide survey of outside earnings by a sampling of all college faculty nationwide for 1961–62. The results are as follows:

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	Percent	Average earnings
All with outside earnings	74	$2,200
Summer teaching	44	1,300
Other summer employment	13	1,500
Other teaching	12	900
Royalties	9	1,200
Speeches	9	200
Consultant fees	13	1,400
Retirement (individuals who have retired who teach elsewhere after reciring)	1	3,400
Research	7	1,800
Other professional earnings	10	1,300
Non-professional earnings	5	1,700

The highest average earnings by teaching field and the percentage with outside earnings are:

	Percent	Average earnings
Law (which we do not have)	78	$3,300
Engineering	82	3,200
Business and Commerce	73	2,900
Physical Sciences	80	2,000
Agriculture	71	2,800
Psychology	85	2,700

In light of the Joint Committee discussion you might be interested in the following:

	Percent	Average earnings
Social Sciences	74	$1,900
Fine Arts	74	1,800
Philosophy	74	1,200
Religion and Theology	75	1,200

2. Recommendations

a. We recommend that the Coordinating Council for Higher Education, the University of California and the California State Colleges cooperate in determining the extent to which faculty members participate in extra activities to supplement their nine-month salaries including information as to when extra activities are usually performed (such as vacations, etc.). Such activities would include, but not be limited to, lecturing, general writing, summer and extension teaching, government consulting, textbook writing, private consulting, public service and foundation consulting, and other professional activities. If such a study suggests that the magnitude of these activities is such that the performance of normal University and state college responsibilities are perhaps being adversely affected, then consideration should be given to the possibility of maintaining more complete and meaningful records. Such records would aid administrative officials and academic senates when reviewing recommendations for promotions and salary increases and provide summary data for reporting to the Legislature on these significant faculty welfare items. Next year's faculty salary report of the Coordinating Council for Higher Education should incorporate the results of this study.

b. We also recommend that existing state college policies and enforcement practices regarding extra employment be reviewed and updated.

c. Finally, it is recommended that faculty salary reports keep the Legislature informed about policies and practices relating to extra employment.

3. Comments

In our opinion, it would seem that any extra employment would affect the quality of performance of University responsibilities since faculty surveys indicate that the average faculty workweek is 54 hours. The time spent on activities for extra compensation (except during the summer) would be on top of what the faculty has defined as their average workweek. Because, in some instances, it is difficult to determine whether a given income-producing activity, such as writing a book, is considered a normal University responsibility or an extra activity, distinctions between normal and extra activities need to be more clearly defined.

Much of the outside compensation received by faculty comes in the form of grants made directly to the faculty member rather than through the University or colleges. There is no regular reporting of these grants or the personal compensation which they provide to faculty, and the colleges and University do not consider the reporting of such income to be feasible. It may be desirable to encourage the Congress to direct that greater number of grants made by United States agencies for research be made directly to academic institutions.

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Appendix E

December 2, 1987

William Pickens, Director
California Postsecondary Education Commission
1020 Twelfth Street
Sacramento, CA 95814

Dear Bill:

On behalf of the University of California, I am submitting Tables 1 and 2 of the faculty salary comparison report. These tables contain the results of the 1987-88 survey of eight comparison institutions as well as the percentage increases required to achieve parity with the mean salaries for those institutions in 1988-89.

As agreed with the staffs of CPEC, the Department of Finance and the Legislative Analyst, this survey has been conducted using the new group of comparison institutions with the substitution of the University of Virginia for the University of Wisconsin and Massachusetts Institute of Technology for Cornell University. The data are final from all institutions. You will recall that I wrote you requesting formal approval by the California Postsecondary Education Commission for these substitutions.

If you have any questions concerning these tables, please contact Director Switkes at (415) 643-6512.

Sincerely,

Calvin C. Moore
Associate Vice President
Academic Affairs

Attachment

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cc: President Gardner
Senior Vice President Frazer
Senior Vice President Brady
Vice President Baker
Assistant Vice President Hershman
Director Arditti
Director Justus
Director Switkes
Director of Finance Huff
Associate Director O'Brien
Legislative Analyst Hill
Mr. Harold E. Giogue
Mr. Robert L. Harris
Mr. Stan Lena
Mr. Stuart Marshall

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THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE PRESIDENT

1987-88

TABLE 1

Projected Difference in Faculty Salaries: UC and Comparison Institutions
(Excludes Health Sciences and Law)

	Professor	Associate Professor	Assistant Professor	Average[2]
Comparison 8 Institutions[1]:				
Average Salaries 1987-88	63,719	43,394	35,573	
Average Salaries 1982-83	46,811	31,450	25,461	
Projected Average 1988-89[3]	67,772	46,280	38,034	59,258
University of California:				
Average Salaries 1987-88[4]	65,881	43,574	38,424	57,541
Projected Staffing 1988-89	3,425	1,009	757	5,191
Percentage Increase Needed to adjust UC 1988-89 salaries to equal the projected 1988-89 comparison average salaries	2.9%	6.2%	(1.0%)	3.0%

[1]Comparison institutions: Harvard University, University of Illinois, Massachusetts Institute of Technology, University of Michigan (Ann Arbor), Stanford University, University of Virginia, Yale University, and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

[2]Averages based on projected 1988-89 UC staffing pattern.

[3]Compound annual growth rate over the five-year period is used for the one year projection.

[4]1987-88 average salaries adjusted to include 5.7% increase effective 1/1/88 and merits and promotions to be effective 7/1/88.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE PRESIDENT

FALL, 1987

TABLE 2

Average Comparison Institution Salaries

Institution	Professor	Associate Professor	Assistant Professor
	1987-1988		
A	$70,263(2)	$49,627(1)	$39,572(1)
B	60,808(6)	41,744(5)	33,191(6)
C	61,401(5)	44,483(3)	35,321(4)
D	67,811(3)	41,136(6)	32,981(7)
E	57,811(7)	44,403(4)	36,950(3)
F	65,376(4)	48,383(2)	38,586(2)
G	53,248(8)	37,309(8)	32,964(8)
H	73,031(1)	40,069(7)	35,021(5)
Average	63,719	43,394	35,573
	1982-83		
A	$50,271	$35,800	$28,286
B	44,800	30,700	22,600
C	45,676	32,129	25,154
D	49,154	29,066	23,010
E	41,854	30,580	25,659
F	48,600	34,400	27,200
G	40,582	28,390	25,100
H	53,553	30,533	26,677
Average	46,811	31,450	25,461

Confidential data received from comparison institutions include 9- and 11-month full-time salaries for all schools and colleges except health sciences and law.

Appendix F

THE CALIFORNIA STATE UNIVERSITY

BAKERSFIELD · CHICO · DOMINGUEZ HILLS · FRESNO · FULLERTON · HAYWARD · HUMBOLDT
POMONA · SACRAMENTO · SAN BERNARDINO · SAN DIEGO · SAN FRANCISCO · SAN JOSE

LONG BEACH · LOS ANGELES · NORTHRIDGE
SAN LUIS OBISPO · SONOMA · STANISLAUS

OFFICE OF THE CHANCELLOR
(213) 590-

December 4, 1987

Mr. William L. Storey
Assistant Director
Finance & Facilities
California Postsecondary Education Commission
1020 Twelfth Street
Sacramento, California 95814

Dear Bill:

This is to report to the Postsecondary Education Commission the information that we have developed for the 1988-89 State budget cycle regarding faculty salaries in the California State University and the 20 universities designated as comparison institutions. Essentially, these data indicate a salary lag in the next fiscal year of 4.7%.

Five tables summarize the information developed:

The first table (attachment A) presents the distribution of CSU full-time faculty by rank and their average salaries during the current year. Because CSU salaries will rise on January 1st, three sets of averages are shown: salaries as of Fall 1987, average salaries over the academic year (4 months paid at current levels, and 8 months at salaries 6.9% higher), and "final" salaries paid with the full 6.9% increase. Academic year averages should be used for current year comparisons, while final salaries are used for lag calculations into the next budget year.

The second table (Attachment B) shows the distribution by rank and the average salary in 1987-88 of faculty in the 20 comparison institutions. It is based on current year reports from 15 institutions and projections from prior year data for 5 institutions.

The third table (Attachment C) shows the distribution by rank and the average salary in 1982-83 of faculty in the comparison institutions. Attachment D calculates the 1988-89 projected average salaries by rank at the comparison institutions. It is based on the 1982 and 1987 average salaries reported on the preceding tables.

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Attachment E presents the estimated lag in CSU salaries next year in accordance with the established CPEC methodology.

The detailed information that substantiate the comparison institution salary averages in 1982 and 1987 have been shared with Mr. Haberman.

Please advise if you have any questions regarding the information transmitted herewith or with the materials forwarded earlier.

Sincerely,

Thierry F. Koenig
Faculty and Staff Relations

TFK/sp
Attachments

cc: Dr. Pickens
Dr. Naples
Dr. Smart
Mr. Harris
Mr. Geiogue
Mr. Worthman

bcc: Mr. Haberman
Dr. Hunt
Dr. Jensen
Dr. Leveille
Mr. Rogers
Mr. Messner

The California State University
Office of the Chancellor

Attachment A

Number of Full-time Faculty and
Average Salary By Rank
in the
California State University
1987-88

	Number of Faculty	Fall 1987	Academic Year Average	Final Average
PROFESSOR	7,409	$49,179	$51,442	$52,573
ASSOCIATE PROFESSOR	2,468	38,150	39,905	40,782
ASSISTANT PROFESSOR	1,491	30,765	32,180	32,888
INSTRUCTOR	176	26,496	27,715	28,324
TOTAL	11,544	$44,097	$46,126	$47,140

Note: Academic year average and Final average salaries are 4.6% and 6.9% above Fall 1987 salaries

Dec. 4, 1987

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The California State University
Office of the Chancellor

Attachment B

Number of Full-time Faculty and
Average Salary By Rank
in the
20 Comparison Institutions
1987-88

	Number of Faculty	Average Salary
PROFESSOR	4,155	$53,313
ASSOCIATE PROFESSOR	4,311	39,443
ASSISTANT PROFESSOR	2,978	32,727
INSTRUCTOR	391	25,153
TOTAL	11,835	$42,150

Based on 15 institutions reporting current year data and projections from prior year data for 5 institutions

Dec. 4, 1987

The California State University
Office of the Chancellor

Attachment C

Number of Full-time Faculty and
Average Salary By Rank
in the
20 Comparison Institutions
1982-83

	Number of Faculty	Average Salary
PROFESSOR	3,918	$39,679
ASSOCIATE PROFESSOR	4,074	29,673
ASSISTANT PROFESSOR	3,271	23,865
INSTRUCTOR	506	18,769
TOTAL	11,769	$30,921

Dec. 4, 1987

The California State University
Office of the chancellor

Attachment D

Projections of Comparison Institutions Average Salaries into 1988-89

	5-yr. Trend	1987-88 Average	1988-89 Projection
PROFESSOR	6.09	53,313	56,557
ASSOCIATE PROFESSOR	5.86	39,443	41,753
ASSISTANT PROFESSOR	6.52	32,727	34,861
INSTRUCTOR	6.03	25,153	26,670

December 4, 1987

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The California State University
Office of the Chancellor

Attachment E

Estimate of CSU Faculty Salary Lag in 1988-89 With the 20 Comparison Institutions

	CSU Final 1987-88 Salaries	Comp. Inst. 1988-89 Projection	CSU Lag
CSU Staffing Pattern	$47,140	$50,134	6.35%
Comp. Inst. Staffing	42,524	44,717	5.16%
Average of two computations			5.75%
Adjustments: Law faculty			0.20%
CSU growth			0.20%
CSU Merit awards			0.68%
Net CSU Lag in 1988-89.			4.67%

December 4, 1987

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

THE California Postsecondary Education Commission is a citizen board established in 1974 by the Legislature and Governor to coordinate the efforts of California's colleges and universities and to provide independent, non-partisan policy analysis and recommendations to the Governor and Legislature.

Members of the Commission

The Commission consists of 15 members. Nine represent the general public, with three each appointed for six-year terms by the Governor, the Senate Rules Committee, and the Speaker of the Assembly. The other six represent the major segments of postsecondary education in California.

As of January 1988, the Commissioners representing the general public are:

Mim Andelson, Los Angeles
C. Thomas Dean, Long Beach, *Chairperson*
Henry Der, San Francisco
Seymour M. Farber, M.D., San Francisco
Lowell J. Paige, El Macero
Cruz Reynoso, Los Angeles, *Vice Chairperson*
Sharon N. Skog, Palo Alto
Thomas E. Stang, Los Angeles
Stephen P. Teale, M.D., Modesto

Representatives of the segments are:

Yori Wada, San Francisco; appointed by the Regents of the University of California

William D Campbell, Carlsbad; appointed by the Trustees of the California State University

Borgny Baird, Long Beach; appointed by the Board of Governors of the California Community Colleges

Harry Wugalter, Thousand Oaks; appointed by the Council for Private Postsecondary Educational Institutions

Kenneth L. Peters, Tarzana; appointed by the California State Board of Education

James B. Jamieson, San Luis Obispo; appointed by California's independent colleges and universities

Functions of the Commission

The Commission is charged by the Legislature and Governor to "assure the effective utilization of public postsecondary education resources, thereby eliminating waste and unnecessary duplication, and to promote diversity, innovation, and responsiveness to student and societal needs."

To this end, the Commission conducts independent reviews of matters affecting the 2,600 institutions of postsecondary education in California, including Community Colleges, four-year colleges, universities, and professional and occupational schools.

As an advisory planning and coordinating body, the Commission does not administer or govern any institutions, nor does it approve, authorize, or accredit any of them. Instead, it cooperates with other state agencies and non-governmental groups that perform these functions, while operating as an independent board with its own staff and its own specific duties of evaluation, coordination, and planning.

Operation of the Commission

The Commission holds regular meetings throughout the year at which it debates and takes action on staff studies and takes positions on proposed legislation affecting education beyond the high school in California. By law, the Commission's meetings are open to the public. Requests to address the Commission may be made by writing the Commission in advance or by submitting a request prior to the start of a meeting.

The Commission's day-to-day work is carried out by its staff in Sacramento, under the guidance of its executive director, William H. Pickens, who is appointed by the Commission.

The Commission publishes and distributes without charge some 40 to 50 reports each year on major issues confronting California postsecondary education. Recent reports are listed on the back cover.

Further information about the Commission, its meetings, its staff, and its publications may be obtained from the Commission offices at 1020 Twelfth Street, Third Floor, Sacramento, CA 95814; telephone (916) 445-7933.

FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES, 1988-89

California Postsecondary Education Commission Report 88-9

ONE of a series of reports published by the Commission as part of its planning and coordinating responsibilities. Additional copies may be obtained without charge from the Publications Office, California Postsecondary Education Commission, Third Floor, 1020 Twelfth Street, Sacramento, California 95814-3985.

Recent reports of the Commission include:

88-6 Comments on Educational Equity Plans of the Segments. A Staff Report on the Development of Plans by the State Department of Education, the California State University, and the University of California to Achieve the Educational Equity Goals of Assembly Concurrent Resolution 83 (1984) (February 1988)

88-7 Size, Growth, and Cost of Administration at the California State University: A Report Prepared by Price Waterhouse and MGT Consultants for the California Postsecondary Education Commission (February 1988)

88-8 Overview of the 1988-89 Governor's Budget for Postsecondary Education in California: Testimony by William H. Pickens, Executive Director, California Postsecondary Education Commission (March 1988)

88-9 Faculty Salaries in California's Public Universities, 1988-89: The Commission's 1987 Report to the Legislature and Governor in Response to Senate Concurrent Resolution No. 51 (1965) (March 1988)

88-10 Eligibility of California's 1986 High School Graduates for Admission to Its Public Universities: A Report of the 1986 High School Eligibility Study (March 1988)

88-11 Eligibility for Freshman Admission to the University of California. A Statement to the Regents of the University by William H. Pickens, Executive Director, California Postsecondary Education Commission, February 18, 1988 (March 1988)

88-12 Time to Degree in California's Public Universities: Factors Contributing to the Length of Time Undergraduates Take to Earn Their Bachelor's Degree (March 1988)

88-13 Evaluation of the California Academic Partnership Program (CAPP): A Report to the Legislature in Response to Assembly Bill 2398 (Chapter 620, Statutes of 1984) (March 1988)

88-14 Standardized Tests Used for Higher Education Admission and Placement in California During 1987: The Third in a Series of Annual Reports Published in Accordance with Senate Bill 1758 (Chapter 1505, Statutes of 1984) (March 1988)

88-15 Update of Community College Transfer Student Statistics Fall 1987: University of California, The California State University, and California's Independent Colleges and Universities (March 1988)

88-16 Legislative Update, March 1988: A Staff Report to the California Postsecondary Education Commission (March 1988)

88-17 State Policy for Faculty Development in California Public Higher Education. A Report to the Governor and Legislature in Response to Supplemental Language in the 1986 Budget Act (May 1988)

88-18 to 20 Exploring Faculty Development in California Higher Education: Prepared for the California Postsecondary Education Commission by Berman, Weiler Associates:

88-18 Volume One: Executive Summary and Conclusions, by Paul Berman and Daniel Weiler, December 1987 (March 1988)

88-19 Volume Two: Findings, by Paul Berman, Jo-Ann Intili and Daniel Weiler, December 1987 (March 1988)

88-20 Volume Three: Appendix, by Paul Berman, Jo-Ann Intili, and Daniel Weiler January 1988 (March 1988)

88-21 Staff Development in California's Public Schools: Recommendations of the Policy Development Committee for the California Staff Development Policy Study, March 16, 1988 (March 1988)

88-22 and 23 Staff Development in California: Public and Personal Investments, Program Patterns, and Policy Choices, by Judith Warren Little, William H. Gerritz, David S. Stern, James W. Guthrie, Michael W. Kirst, and David D. Marsh. A Joint Publication of Far West Laboratory for Educational Research and Development • Policy Analysis for California Education (PACE), December 1987:

88-22 Executive Summary (March 1988)

88-23 Report (March 1988)